

# 人际沟通与关系管理

Interpersonal Communication & Relationship Management



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## 一、适用学员 **Attendees**

- 企业中高层经理、部门经理、主管、新任管理者、从专业人才转型到管理岗位的、进一步想提高管理绩效的、晋升到高层管理以及其它预备管理人员。
- All levels managers

## 二、培训时长 **Duration**

- 2天 (6小时/天)
- Two days (6 hours / day)

## 三、培训方式 **Methodology**

- 精通：观念体验、模型体验、案例体验、互动体验
- Lecture on concept, modeling, case study.
- 气通：游戏体验、参与体验、分享体验、动手体验
- Game engagement, experience sharing and on-spot practice
- 神通：工具体验、角色体验、计划体验、承诺体验
- Communication tool application, plan and commitment for future

## 四、培训目的 **Objectives**

- 了解工作中沟通的问题
- 正确理解沟通的定义和共同的过程
- 掌握沟通中说,听,问的技巧
- 学习工作中沟通的六个步骤
- 掌握工作中上下级沟通的特点和正确方法
- 了解人际风格共同技巧
- 建立对人际管理的正确看法与认识
- 掌握建立人际关系的方法与技巧
- 有效提升沟通效能，帮助人际关系的长久维系
  
- To Search the reasons of problem in communication
- To understand the definition of communication and common process.
- To master communication, listening, asking skills.
- To learn the six steps of communication in the work.
- To learn the characteristics and correct method of communication between the superiors and the subordinates.
- To understand interpersonal styles of common skills.
- To establish a correct view on interpersonal relationship and understanding of relationship management
- To grasp the methods and skills of relationship management and

resolution

- To improve effectively communication efficiency and help maintain interpersonal relationships for a long time

## 五、课程特色 Features



## 六、课程大纲 Outline

### 第一章：沟通

- 工作和生活中常见的沟通问题与后果（举例）

### 第二章 沟通的定义

- 沟通的定义
- 沟通的三要素
- 沟通的双项性
- 沟通的两种方式
- 非言语以及语言沟通的作用与特点
- 信任是沟通的基础

### 第三章 沟通技巧

- 有效发送信息的五要素。时间，地点，内容，对象，方法
- 聆听的五种层次
- 有效聆听的过程及特点
- 反馈的定义
- 反馈的特点
- JOHARI 沟通视窗

### 第四章 人际风格沟通技巧

- 四种沟通风格
- 支配型人的沟通特点
- 分析型人的沟通特点
- 表达型人的沟通风格
- 和蔼型人的沟通风格

## 第五章 各个层级的沟通技巧

- 上下级沟通的过程
- 上下级沟通的问题
- 高级管理者在沟通中的目的
- 中级管理者在沟通中的目的
- 员工在沟通的目的
- 有效的上下级沟通
- 跨部门、跨职能的人员沟通

## 第六章 工作中沟通的六个步骤

- 沟通之前的准备 - 沟通目标的设定
- 确认双方的需求和目标 - 沟通中的提问技巧
- 沟通中的有效地表达 - 有效表达的两种方式
- 如何处理沟通种的异议
- 达成共识
- 共同实施

## 第七章：认识人际关系

- 交换理论在人际关系中的运用
  - ◇ 商品
  - ◇ 服务
  - ◇ 思想情感
- 认识沟通与人际关系在生活工作中的价值
  - ◇ 马斯洛需求原理的延伸
- 分析目前人际关系的现状，确立训练目标
- 总结人际关系的基本法则，发现问题实质
- 建立良好人际关系的基本法则
- 良好印象的重要途径
  - ◇ 给人良好印象的简单方法
  - ◇ 永远保持舒服的第一感觉
- 谈话高手的必然守则
  - ◇ 如何让别人热爱与你谈话
  - ◇ 如何谈话让别人感觉幸福
- 赢得友情的核心办法
- 友谊深浅与友谊长短的秘密
- 体现在乎别人的三大原则
- 如何真诚赞美

## 第八章：客户关系管理概论

- 谁是客户
- 客户关系的定义  
案例：王永庆卖大米
- 客户关系管理的核心思想

- 客户管理管理对企业的意义
- 客户关系管理的内容

### **第九章：客户关系的建立**

- 对客户认识
- 客户价值：顾客价值与关系价值
- 客户的终身价值（CLV）计算
- 客户的状态
- 客户的生命周期及计算

### **第十章：客户关系的维护：**

- 客户信息
- 个人客户与企业客户
- 获得客户信息的渠道
- 利用数据库管理客户信息

### **第十一章：达成客户满意和客户忠诚**

- 客户满意度管理
  - 如何提升客户满意度
  - 四类客户忠诚
  - 提升客户忠诚的八大策略
- 案例：利乐公司“搞定”客户的秘笈

### **第十二章：总结：问与答**

#### **Communication**

- Common communication problems and affects in work and life (examples)

#### **Definition of Communication**

- The definition of communication
- Three key factors of communication
- Interactions of communication
- Two-way communications
- The functions and properties of body language
- Trust is foundation of communication

#### **Communication Skill**

- The five elements of how to effectively send information: time, place, content, object and method.
- Five levels of listening
- Process and characteristics of effective listening
- The definition of feedback
- The characteristics of feedback
- JOHARI Window

### **Personality on Communication (DISC, Dr. William Moulton Marston)**

- Four type of communication style
- Communication style for Dominance
- Communication style for Influence
- Communication style for Steadiness
- Communication style for conscientiousness

### **Communication Skills of Each Level**

- The process of communication between the superiors and the subordinates.
- The problem of communication between the superiors and the subordinates.
- The purpose of senior managers' communication
- The purpose of middle managers' communication
- The purpose of employee's communication
- Effective communication between the superiors and the subordinates
- Cross-functional communication

### **Six Steps of Communication in the Work**

- Goal setting for the communication in advance
- Identify needs and goals of both sides - the questioning techniques of communication
- Communicate effectively - two ways of effective expression
- How to deal with the objection
- Reach consensus
- Implementation

### **Understanding interpersonal relationships**

- The use of exchange theory in interpersonal relationships
  - ◇ Goods
  - ◇ Service
  - ◇ thoughts and emotions
- To recognize the value of communication and interpersonal relationships
- Extension of Maslow's need's hierarchy
- To evaluate the current status of interpersonal relationships and establish training objectives
- To discover the essence of the possible problem
- Basic rules for establishing good interpersonal relationships
- Important way to get a good impression
- Best way to give a good impression
- Always make others to feel comfortable first
- The inevitable code of the conversation master
  - ◇ How to make others love to talk to you

- ◇ How to talk to make others feel happy
- The core way to win friendship
- The key for long time friendship
- How to praise sincerely

### **Introduction to Customer Relationship Management**

- Who are the customers?
- Definition of customer relationship
- The core idea of customer relationship management
- The significance of customer management and management to the enterprise
- Content of Customer Relationship Management CRM

### **Establishment of Customer Relationship**

- Knowledge of customers
- Customer Value: relationship value
- Customer's Life Value (CLV) calculation
- Status of customer
- Customer Life Cycle and calculation

### **Maintenance of Customer Relationships:**

- Customer information
- Individual customers and corporate customers
- Channels for obtaining customer information
- Use the database to manage customer information

### **Achieving Customer Satisfaction and Customer Loyalty**

- Customer satisfaction management
- How to improve customer satisfaction
- Types of customer loyalty
- Strategies to enhance customer loyalty

### **Summary: Q&A**